

State of Vermont Workforce Planning Toolkit



Workforce Planning Environmental Scan Sources

External Sources of Information

Content Area	Types of Information	General Sources	Organizations to Contact	Contact Info
Education	<ul style="list-style-type: none"> • Enrollment • Enrollment demographics (diversity) • Availability of curricula needed to support your mission • Enrollments in curricula needed to support your mission 	<ul style="list-style-type: none"> • Universities • Colleges • Technical colleges & Post-secondary institutions • High schools 	<ul style="list-style-type: none"> • US Dept. of Education • National Center for Education Statistics (NCES) • State & local Depts of Education or Public Instruction • College/school admissions or registrar offices 	<ul style="list-style-type: none"> • www.ed.gov/search/Results.jhtml • www.ed.gov/index.jhtml • http://education.vermont.gov/new/html/maindept.html
Demographics	<ul style="list-style-type: none"> • Civilian workforce age, gender, ethnicity • Changes in occupations and ethnicity in the civilian workforce • Civilian workforce education levels for jobs needed to support your mission • Current staffing patterns (part-time, job-share, etc.) • Availability of part-time, second shift and other workers 	<ul style="list-style-type: none"> • Federal, state and local government departments dealing with labor, statistics, commerce, workforce development, personnel/human resources • Professional organizations and societies 	<ul style="list-style-type: none"> • US Dept of Labor, Bureau of Labor Statistics (labor market forecasts) • US Dept of Commerce, Bureau of Econ. Analysis • State and local Departments of Labor, etc. • Society for Human Resource Management • International Public Management Association for Human Resources 	<ul style="list-style-type: none"> • www.dol.gov/dol/topic/statistics/demographics.htm • www.bea.gov • www.shrm.org • www.ipma-hr.org
Political/ Governmental	<ul style="list-style-type: none"> • Employment laws • Trends in lawsuits and court actions • Changes in rules and regulations • Certification requirements 	<ul style="list-style-type: none"> • State and local employment statutes and regs • Internet and political trend watchers • National & local news, all sources (including internet) 		http://www.cookpolitical.com/ http://www.time.com/time/ http://online.wsj.com/public/us

External Sources of Information (continued)

Content Area	Types of Information	General Sources	Organizations to Contact	Contact Info
Economic/ Social/ Cultural	<ul style="list-style-type: none"> • Unemployment rates, general and specific geographical areas • Available and qualified labor pools • Competition for human services providers • Emerging occupations and competencies • Prevalence of outsourcing or privatization • Availability of affordable housing, transportation, and health care 		<ul style="list-style-type: none"> • US Department of Labor • University of Connecticut, Department of Economics • National Association of State Personnel Executives • Federal Deposit Insurance Corporation • National and local newspapers, news magazines 	<ul style="list-style-type: none"> • www.dol.gov/dol/topic/statistics/occupations.htm • http://ideas.repec.org/ • www.naspe.net • www.fdic.gov/bank/analytical/survey/index.html
Geographic	<ul style="list-style-type: none"> • Migration patterns • Desirability of key geographic areas 		<ul style="list-style-type: none"> • US Department of Labor • National Center for Health Statistics 	<ul style="list-style-type: none"> • www.dol.gov/dol/topic/statistics/geography.htm • www.cdc.gov/nchs/products/pubs/pubd/hus/state.htm • www.indeed.com/jobtrends.jsp
Technological	<ul style="list-style-type: none"> • Emerging trends in automation and new technology • Type of skills needed for new technology 		<ul style="list-style-type: none"> • Internet searches on technology trends • Technology watch groups • US Department of Health and Social Services 	<ul style="list-style-type: none"> • www.trendhunter.com • www.gartner.com • www.cms.hhs.gov

Internal Sources of Information

General Area	Types of Information	Sources of Information
Employee Skills and Competencies Position Management	<ul style="list-style-type: none"> Job classification information and assistance, and position management Competencies (also known as “knowledge, skills, and abilities”, or “KSA’s”) of current employees. Core competencies are KSA’s essential to do the job) Courses and training programs offered to and attended by employees Courses and training offered <u>by</u> employees Language skills of employees 	<ul style="list-style-type: none"> http://humanresources.vermont.gov/services/classification http://humanresources.vermont.gov/services/position_management Dept. & State Human Resources staff Internal Training Officer (if available) Internal training records or training management system The Summit: Center for State Employee Development: www.summit.vermont.gov Employee surveys
Employee Demographics	<ul style="list-style-type: none"> Number and location of full-time employees Number and location of part-time employees Demographic profiles of current employees (to determine the diversity of the workforce and to project turnover): (See “Workforce Planning Data Collection Worksheets” on the Data Collection and Analysis page of the Workforce Planning Toolkit) for details 	<ul style="list-style-type: none"> The Vermont Annual Workforce Reports Dept. & State Human Resources staff Payroll records Affirmative Action reports Workload reports Organizational studies Organizational charts Staffing plans
Labor Relations	<ul style="list-style-type: none"> Current labor agreement provisions and expiration dates Organization’s relationship with union(s) (collaborative, adversarial, etc.) Diversity initiatives and EEO practices 	<ul style="list-style-type: none"> http://humanresources.vermont.gov/services/labor/collective_bargaining_agreements http://humanresources.vermont.gov/services/diversity_intiatives http://dhr.cms.vt.vprod.cdc.nicusa.com/services/eoo Labor/management meeting minutes Labor representatives, labor relations staff Dept. & State Human Resources staff

Internal Sources of Information (continued)

General Area	Types of Information	Sources of Information
Organizational	<ul style="list-style-type: none"> Organizational climate (is the staff feeling supported, overwhelmed, etc.) Experience with change projects Recent changes in staffing, structure, financial circumstances, etc. 	<ul style="list-style-type: none"> Strategic plan Exit interviews Focus groups and worker surveys Dept. & State Human Resources staff Employee Assistance Program admin Change project reports Employee surveys, such as an Organizational Climate survey
Turnover	<ul style="list-style-type: none"> Amount of turnover in the organization Types of turnover and reasons for leaving 	<ul style="list-style-type: none"> Dept. & State Human Resources staff Exit interviews
Budget	<ul style="list-style-type: none"> Budget as relates to new positions, salary increases, benefits Budget available for employee training Budget available for technology tools and organizational change 	<ul style="list-style-type: none"> Strat. & Business Plans Org. Performance Management Plans Financial and budget reports Current & projected 2-yr budget Current & projected annual operating budget
Political	<ul style="list-style-type: none"> Political environment, possible changes in leadership 	<ul style="list-style-type: none"> News reports Long-time employees who have experienced change

Please let us know what other sources you find: workforceplanning@state.vt.us.